Louis Brownlow,
City Manager,
Petersburg, Va.

Oct.

City Manager Bulletin

Vol IV. No. 2

February, 1922

Published and mailed by
(Permit No. 1048)
City Managers Association
Office:
Paul B. Wilcox, Exec. Sec'y.
City Hall, East Cleveland, Ohio
Return Postage Guaranteed

Proportional Representation

NO ACHIEVEMENT REPORT YET!

SPECIFY STANDARD VITRIFIED PAVING BRICK.

THE FIRST INDUSTRY.

TAXPAYERS' VALUE BRICK ROADS

THE FIRST INDUSTRY.

Paving Brick

Leads the Way to
Better Public Service

SECRETARY HOOVER urges all industry to clear its decks for better service by eliminating waste.

One essential element in this process is the elimination of needless styles and varieties of all products.

The Paving Brick industry, with the co-operation of the users of its product, is the first industry to meet the Government's request and present a comprehensive schedule which recommends the elimination of 55 needless varieties of paving brick, by "mutual consent" of manufacturers and users.

This keynote performance has set the pace for all other industries.

The remarkable conference in Washington last November, and at which definite action was taken, was participated in by:

American Association of State Highway Officials
American Ceramic Society
American Electric Railway Engineering Association
American Engineering Council
American Engineering Standards Committee
American Institute of Architects
American Institute of Mining and Metallurgical Engrs.
American Society of Civil Engineers
American Society for Municipal Improvements
American Society for Testing Materials
Columbus (O.) Engineers' Club
Federated American Engineering Societies
Indiana Engineering Society
National Paving Brick Mfrs. Association
U. S. Chamber of Commerce
U. S. Bureau of Mines
U. S. Bureau of Public Roads
U. S. Bureau of Standards
U. S. Department of Commerce
U. S. Army
U. S. Navy
Western Society of Engineers

The 11 standards of this conference were ratified by the National Paving Brick Manufacturers and adopted as the Standards of this Association by formal action at Pittsburgh, Pennsylvania, December 7, 1921. They are as follows:

PLAIN WIRE-CUT BRICK (VERTICAL FIBRE LUGLESS)

Width		*Depth*		*Length*
3 "	x	4 "	x	8½ "
3⅛ "	x	4 "	x	8½ "

REPRESSED LUG BRICK

Width		*Depth*		*Length*
3¼ "	x	3½ "	x	8½ "
3½ "	x	4 "	x	8½ "

VERTICAL FIBRE LUG BRICK

Width		*Depth*		*Length*
4 "	x	3 "	x	8½ "
4 "	x	3½ "	x	8½ "

WIRE-CUT LUG BRICK (DUNN)

Width		*Depth*		*Length*
3½ "	x	3 "	x	8½ "
3½ "	x	3½ "	x	8½ "
3½ "	x	4 "	x	8½ "

HILLSIDE LUG BRICK (DUNN)

Width		*Depth*		*Length*
3½ "	x	4 "	x	8½ "

HILLSIDE LUG BRICK (REPRESSED)

Width		*Depth*		*Length*
3½ "	x	4 "	x	8½ "

A COPY OF THESE PROCEEDINGS will be sent to you upon request and will bring you knowledge and understanding of rapid development up to date.

The burned-in service value of vitrified Paving Brick is matched by the aggressive Public Service spirit of the Paving Brick industry.

Natl. *PAVING BRICK* Mfrs. Assn.
000 Engineers Building Cleveland, Ohio

Eastern Paving Brick Manufacturers Association, Lincoln Building, Philadelphia, Pa.
Indiana Paving Brick Manufacturers Association, Fidelity Trust Bldg., Indianapolis, Ind.
Illinois Paving Brick Manufacturers Association, Chamber of Commerce, Chicago, Ill.
Ohio Paving Brick Manufacturers Association, Hartman Building, Columbus, Ohio
Southern Clay Manufacturing Company, Volunteer Building, Chattanooga, Tenn.

GENERAL

The new Secretary appreciates the many letters of commendation that have come from Association members on the way the Association work is being handled. He desires to acknowledge such letters herewith. These bouquets are nice and will encourage the Secretary to better efforts, but he desires some suggestion and constructive criticism as to the administration of affairs. Let him hear from your lettered voice. Only one such criticism has found its way to this office as yet. That was from the oldest manager in the profession, and was duly noted and appreciated.

* * * * *

This office received only one request for the Kansas City League Bulletin mentioned last month.

But don't think business is not increasing.

February 21st this office received 46 separate pieces of mail.

February 23rd this office received 55 separate pieces of mail.

These can't all be disposed of in a minute.

* * * * *

Your Executive Secretary is working out a plan whereby a great deal of routine work can be handled expeditiously by means of form letters to fit the majority of propositions that come to this office. He is also considering the advisability of acknowledging receipt of various funds and articles in a wholesale manner through the columns of the Bulletin, or by form letter or card. This will materially systematize the work. Allow more time for direct service and perhaps permit the publication of the Yearbook on time. Otherwise such accomplishment will be impossible. He has been spending his days and nights both, doing association work for the past two months, much of which should have been done long ago.

It is hoped that the ultimate system will meet with approval of the Association members.

* * * * *

This office is endeavoring to collect a group of humorous circumstances that occur in every manager's office that go toward making life interesting. Will you take time to send us a "good one" or two?

Calls that help to make the life of a City Manager interesting:

Appeals to "abolish English sparrows, so they won't waken us in the morning."

"Woodman, spare those trees, so the birds won't have to light on the electric wires and be burned."

Pass a law allowing baby carriages on elevators.

This suggestion comes for abolishing rats at the municipal dump: Back up a bunch of flivvers to the rat holes and shoot the gas from the exhaust pipe into the holes by means of a piece of hose.

Can you beat it?

* * * * *

This office desires to acknowledge receipt of very comprehensive treatises on "City Manager Government" by Manager E. E. Parsons, of Springfield, and from subscribing member R. E. McDonnell, of the municipal engineering firm of Burns & McDonnell, of Kansas City, Mo.

NOTICE

Only paid-up members who request same will receive special notices of openings. A statement of your qualifications and experience is desired for our files.

In the January Bulletin your Secretary, under the heading "Wanted," asked that City Managers send this office the result of your experience in working out the details of your purchasing department, including forms you use, etc. The response has been about 100% negative. The Association cannot help you if you will not help. Can you tender a suggestion or offer a system and forms today?

Mr. Charles A. Mullen, Director of Paving Department of the Hersey Company, which company is a subscribing member, saved the day by graciously sending this office a very comprehensive treatise on "A Municipal Purchasing Bureau." This will be lent out on application. One was installed by Mr. Mullen in Schenectady, N. Y., where none had ever existed before.

INCOME TAX

Advice comes from Washington, D. C., that in spite of the recent juggling of the income tax laws the salary of City Managers is still not subject to income tax. It is suggested that a note might be added to show your good faith that you are authoritatively informed your salary as a City Manager is not taxable on the ground that it is part of the administrative expenses of your city, which are not taxable.

PUBLIC UTILITIES

Do you have a private transportation problem? Yes, we understand they claim they are paying no dividends. Ask them if they can point out any other private business that does not advertise, that is successful. In the City Manager Yearbook? No, to their customers. In Youngstown, Ohio, the trolley company has decided it can afford to spread propaganda about itself. It has decided "it pays to advertise."

The trolley company there is selling an "unlimited transportation" ticket for $1.25 per week, good for any number of trolley rides, and transferable from one person to another. The traction company has been advertising heavily on the theory that trolley transportation is like any other merchandise. The people have to be told where to get it, and how to use it, and why they need it, and what price they are to pay for it.

In Youngstown the plan has worked like a charm. It has increased the patronage of the trolley company 30 per cent without increasing the expenses of the company, the thing needful in order to bring a street railway out of the "red ink" and back to life as a going concern.

During this campaign the people of Youngstown have been thoroughly "sold" on trolley merchandise, for the results speak for themselves.

ROGER W. BABSON

In the last three weeks the statitiscian has made a personal survey of the seaboard states south of the Mason and Dixon line and of the central western states north of that line, and reports a general improvement in business throughout. The index number of the Babson compositplot has risen 5 points in that time and is now but 13 points below normal. Dayton is the center of activity.

The 1921 bituminous coal production was 27 per cent less than the previous year. Metal products industries are working at 40 per cent capacity.

Statistics indicate that as money rates decline, railroads, public utilities and municipalities will be better able to sell bonds for permanent improvement.

OUR FEBRUARY MAXIM

Budget time has just passed. Remember our February maxim: "It's where we come out and not what we go through that counts."

WHO?

Mgr. P. F. Hopkins, of Ames, Iowa, has started something else in addition to helping us discover Ames. His inquiry follows:

"A questionnaire recently sent out by Rotary International asks for the code of ethics of the different classifications; as my classification in the Ames Rotary Club is "City Manager," I am at loss to know where to find such a code. If the City Managers' Association has a code of ethics, will you kindly tell me where I may find it?"

His letter was handed to President Osborne, of this Association, who was immediately struck with the idea and issued a call for a "code of ethics" for this Association.

Who will be the first to send this office an original compilation for a code of ethics for City Managers?

PLAYGROUNDS

Does your city need a playground? Then you will be interested in this novel way of having it obtained for you. You show the interest and the William E. Harmon Foundation, 140 Nassau street, New York City, will provide a good portion of the necessary money, come to your city, put on a campaign for playgrounds by using the school children as sales agents to sell their own playground, and then turn the newly acquired field over to you to run. This is a new sociological movement. Write this office for further details, or the address given. There is no catch in the proposition. Mr. Harmon is devoting his time and fortune to this calling.

Summer is coming.

SUGGESTIONS

If your city needs a simple, cheap and effective street center traffic standard at a unit cost of less than $1, write Manager George Garrett, of Grand Junction, Colo. Ask him what he had made in La Grande, Ore.

REPORTS

Have you some annual reports that you would like to have the Executive Secretary of the C. M. A. send out from his office in answer to inquiries received. If so, mark the important pages and ship a number to this office. The Exec. Secy. will do the rest. Remember: The Secretary is not asking you to send these reports in place of your

"ACCOMPLISHMENT REPORTS"

In spite of the plea sent out for a brief paragraph statement of what your city has accomplished during the last year and expects to accomplish, some managers have sent in their annual report VOLUME. It will be decidedly more satisfactory for each manager to state the outstanding accomplishments of his administration than to trust that statement to the secretary who won't have time to do it properly. For samples of what is wanted see any previous yearbook. Accomplishments Reports have been received by this office from the following cities and are gratefully acknowledged:

Sturgis, Atchison, Winnetka, Altoona, Edgeworth, Royal Oak, Plymouth, Sault Ste. Marie, Grand Rapids, Brownsville, Sandusky, Muskogee, Sacramento, Shawinigan Falls, Beaufort, Punta Gorda, Bluefield, Alameda, Durango, Westerville, Durham, Ames, Kenilworth, Crystal Falls, Glencoe, Sewickley, Charlottesville, Lawton.

Coming—but can't make up a yearbook with this number on file.

NATIONAL MUNICIPAL REVIEW

Word comes from the National Municipal League that numerous City Manager Association members have written their office inquiring for the Review, which was due them as members of the City Managers' Association.

The League desire to make this statement: "The subscription to the Review comes by the calendar year. All those who joined the C. M. A. after January, 1921, received the back numbers of the 1921 Review."

This office will be glad to take up further any individual cases.

* * * * *

A statement being sent out by the League reads, in part as follows: "If those of our members who can afford it raise their active membership ($5.00) to sustaining membership ($10.00) our financing will be on a sound democratic basis."

You, of course, will continue your subscription to the Review, the minimum subscription is but $5.00. Our President, C. M. Osborn, says: "The National Municipal League has done as much, if not more, than any other organization to promote the cause of City Manager government and deserves our support."

* * * * *

An article on "How the City Manager Plan Has Worked in Akron," by Gus Kasch, of that city, will appear in the March issue of the National Municipal Review. A similar article dealing with Grand Rapids will appear in the May issue.

The April issue will be devoted to a special subject.

* * * * *

The Executive Secretary desires to take this wholesale method of thanking the city managers for the splendid co-operation shown in complying with requests from this office that you assist in obtaining advertisements for our eighth yearbook. Some companies were literally "stormed" with letters. This was contemplated and desired by this office. In numbers there is strength. This is best illustrated by quoting a typical letter, many of which we are receiving: "We have your form letter, reinforced by letters from City Managers in various cities in the country in reference to your Yearbook, which you are about to issue, inviting us to take advertising space in same. We appreciate the fact that quite a few of the cities represented in your organization are using our goods and are glad to know that good judgment leads them to purchase our material. Am quite certain that they are receiving satisfactory service. Naturally we would like to reciprocate by using space in your Yearbook." Another reads as follows: "At the request of many of your members we are sending you the enclosed contract for one page in your Yearbook." Further co-operation is exemplified by the fact that some managers added personal letters to the form letters provided and sent them on. Letters were also sent to every prospective advertiser in the country direct from this office, so the field has been pretty well covered, but nowhere near enough responses have arrived yet to assure the success of the book. Your further earnest co-operation is desired. How many more form letters will you write for and attach personal letters to? Send now. Letters have come from many managers stating that the form letters had been executed. In many cases the list to whom the form letters were sent was enclosed. This is desired in this office for "follow up" purposes. The Secretary wishes to take this wholesale method of gratefully acknowledging receipt of such letters and to invite you to send in such a list.

* * * * *

Can you suggest a better cover design?

What city council was it that passed an ordinance stating that short skirts should be worn over two feet?

Muscatine, Iowa, has just voted two to one in favor of a municipal electric light plant. Carl D. Thompson, Secretary of the Public Ownership League (main office in Chicago), managed the campaign. He says: "I think the City Manager movement is in the right direction. I believe it makes for greater efficiency in municipal government. And greater efficiency is an absolute prerequisite for successful public ownership."

OUR ADVERTISERS

You will note that a new advertiser appears in our Bulletin this month. From

The Buffalo-Springfield Roller Company

comes the following letter. Their point is so well taken that same is being reproduced, by their permission, for your perusal:

"Enclosed is our check, advance payment for one page of advertising space in your monthly publication for one year. We shall endeavor to note our business received this year from municipalities under the City Manager form of government, and should we find anything to lead us to believe that this advertisement has assisted us in securing any such business we should, of course, be inclined to continue indefinitely. On the other hand, if we are unable to trace results after a trial, we shall, of course, be justified in withdrawing.

We can assure you that our products possess real merit; that they are unequalled for reliability, efficiency and long life. Therefore, any assistance that you have an opportunity to render us in connection with the marketing of our products will be of still greater service to the municipality that purchases from us."

Try our advertisers.

LOCALS

Dr. Hatton has just completed an extensive two weeks' speaking and consultation tour on proportional representation and city management in the New England states.

* * * * *

Mr. Dykstra, Executive Secretary of the Chicago City Club, and our host at the convention, is now in charge of the Los Angeles City Club. A big advancement program is planned.

* * * * *

Sault Ste. Marie.—With elections approaching and with petitions circulating for a vote to return to the aldermanic form of government, every minister, priest and pastor in the city signed a formal statement favoring the present commission-manager government.

* * * * *

Cadillac, Mich.—A local newspaper reports that a garbage collector, who started operations with 71 hogs, only has 3 left, 68 having died from eating glass, drugs, and other improper substances placed in the garbage by careless housewives.

* * * * *

Niagara Falls, N. Y.—The mayor has appointed a committee of twelve citizens to propose charter amendments.

There will be no tampering with the manager provisions.

* * * * *

City Manager Ballew addressed the annual convention of the Michigan Engineering Society, meeting at Kalamazoo, on "The Engineer as a City Manager." He said: "In a comparison of tax rates for twenty-four Michigan cities, Sturgis is shown as having the lowest. The city tax is $6.00 per thousand, which includes a 50-cent library tax. The city gets but 20 cents of every tax dollar."

Manager Hargrett has made a remarkable showing in Tifton, Ga. He went there a year ago from the position as general manager of a southern railroad at a reduction of $400.00 in salary. In this year's budget, that he has provided for the council, he has suggested that the manager's salary be $3,600.00 instead of $3,800.00.

* * * * *

The Boston Globe reports that Manager Conant, of Mansfield, Mass., has had his salary cut from $4,000 to $1,000. Local politicians seem to be interfering. There is some indication that the positions of City Manager and of manager of the electric light plant will be combined.

* * * * *

It appears that a number of the members of the organization which started the agitation in Long Beach for a city manager, because of their disgust with the old administration, and who endorsed the new present manager before his appointment, are now hoping for a change. A more enlightening letter, however, comes from the secretary of the Chamber of Commerce: "While everything is not going to our liking, Mr. Hewes is making good, and a few more months of his administration will demonstrate that he is the right man in the right place. The council, the chamber of commerce, and thinking citizens are supporting him in every way possible."

* * * * *

After 10 months' service the salary of Manager John C. Hiteshew, of Sewickley, Pa., was boosted, beginning January 1st, from $3,000 to $3,600 a year.

* * * * *

Manager P. P. Pilcher's books, in Decatur, Ga., show that the city has registered a gain of $18,000 over last year. Fourteen thousand dollars is reported spent for new equipment.

Mr. Pilcher's resignation is effective in March.

* * * * *

Reports have it that the council at Grand Junction, Colo., are giving the new manager, Geo. Garrett, a free hand, and that he is already accomplishing some very much needed improvements.

* * * * *

Lawyer (defending pickpocket in municipal court): "See, here! If you don't stop trying to get at my watch I won't handle your case."

* * * * *

Sandusky, Ohio.—It is reported that, in a recent election, two former mayors, under manager form of government, were overwhelmingly defeated in their race for seats on the commission. One commissioner was re-elected by the largest vote ever given a candidate for commissioner. Three of the five seats were voted on. C. Webb Saddler, a local real estate man, was appointed manager. He has a brother-in-law on the council.

* * * * *

An element which wants to be in city offices is attempting to generate a demand for a referendum vote on the Grand Rapids charter. A citizens' league is combating the movement with every indication of success.

* * * * *

The State Railroad Commission, sitting in a hearing in January of the Pacific Electric Railway's petition for increased rates, was bitterly attacked by W. H. Reeves, City Manager of Glendale, Calif., representing his people.

* * * * *

One of the first official moves made by Manager Sadler, in his new capacity at Sandusky, was to attack the local street car

company. The company had ignored the fact that an ordinance permitting higher fares had expired. No one else seemed to know of the stipulation.

* * * * *

Our member, R. E. McDonnell, vice-president of the Citizens' League of Kansas City, Mo., writes that Dr. A. R. Hatton addressed the following organizations in Kansas City, Mo., recently on city management: Citizens' League, Women's Atheneum, Women's City Club, Engineers' Club, and the newly elected Kansas City Charter Board. "He did some excellent work in creating interest and enthusiasm for city manager government, and we feel that his visit will bring good results."

* * * * *

The first application of the home rule provision of the new charter for Lima, Ohio, has been made by the City Commission in empowering Manager Bingham to clean up the police situation.

* * * * *

Who can deny they are rightly placed? Their initials prove it.

C. M. Osborn.
City Manager,
East Cleveland.

C. A. Carran.
City Auditor,
Can you beat it?

* * * * *

Complimentary reports come regarding Mr. Oregaugh's administration as Manager of Westerville, Ohio, until recently. He is now located at 3780 Grayson street, Seattle, Wash. It is understood that he is with a private engineering firm.

* * * * *

Charlottesville, Va.—A letter from Manager Walter Washabaugh reads in part as follows: "In 1920 an effort was made to change our form of government from the bi-cameral council, with a manager, to the straight commission form. This effort succeeded as far as to have an election, at which it was voted to change the form of government. It was apparently not the intention of the voters to do away with a City Manager, and at a recent mass meeting this question was raised, and it was decided to request the Legislature to amend the city charter to provide for a commission of three, and require them to appoint a City Manager, who will have all administrative duties of the city to perform. This change in form of government will take place September 1, 1922."

Charlottesville has been operating under an ordinance manager provision.

* * * * *

City Manager Gramling has made a very enviable showing in Brunswick, Ga.; in fact, so enviable that the City Commissioners of Decatur, Ga., in casting about for a manager, offered him $4,500.00, as against $3,600.00, which he gets at Brunswick. After due consideration Mr. Gramling refused the offer. This was his third opportunity to move elsewhere. It is rumored that a man from south of the Mason and Dixon line is wanted.

* * * * *

Sending a wireless without a permit is the latest crime wave.

* * * * *

The City Manager question is being debated by high school teams in the following cities: Springfield, Mass.; Galesburg, Ill.; Oskaloosa, Wis.; Kewanee, Ill.; Fairfield, Iowa; Coffeyville, Kans.

* * * * *

As a safety measure Manager Hyatt, of Corinado, Calif., is calling attention to the law that all traffic should stop immediately (preferably next to the curb) when fire or police sirens are heard.

Commenting on the adoption of City Manager government by Cleveland and Grand Junction in the same week, The Colorado Springs Gazette observes that "Municipalities are gradually breaking away from the idea that politics have a rightful place in the administration of their affairs. City Manager government is not fool-proof; it may be inadequately applied, if not misapplied, but it offers the very best chance for strictly business government that is to be had from any form. The greater the interest in its application the greater the success. It is to be hoped that Cleveland is mightily interested."

* * * * *

The Town Council of West Hartford, Conn., is considering embarking on a large high school development plan and is about to authorize Manager B. I. Miller to spend $46,000.

* * * * *

Apparently The Tampa Daily Times has had its toes stepped on, according to an editorial on "manageric" (whatever that is) government, sent to this office by Manager Hall.

* * * * *

Houston, Texas.—Manager C. E. Belk believes the city has a social duty to perform in providing at least a means whereby unemployed men can earn enough to keep soul and body together. An average of 250 men report each day to Herman Park, where city work is being done. Though $1.25 a day is not much of an incentive, the fact that the large private companies are co-operating with the city, and hiring the men who do the best work at that small wage, is what makes the plan successful from both a sociological and financial point of view. The men are served with 10-cent meals on the job and paid their wages daily.

* * * * *

Hickory, N. C.—Police and fire stations, shops, municipal offices, and a civic center are all under one roof in the new municipal building, just completed by day labor under the supervision of City Manager R. G. Henry. The computed net saving is $27,072.39 less than it would have cost had the lowest contractor's bid been accepted. The city appropriated $125,000.

* * * * *

In Dayton, the first year City Manager government was installed, the manager floated nine bond issues, aggregating $1,053,000. Does that show confidence?

* * * * *

Springfield, O.—A word of appreciation comes from subordinates in the offices of Manager E. E. Parsons. Due to a tie vote for vice mayor, the commissioners had an opportunity to put into effect a heretofore inactive specification in the charter. Said official's name was drawn from a hat by lot. The city fathers are endeavoring to provide a just jitney bus ordinance that will give the "little man" out of work a chance as a public carrier, if he owns a flivver.

"SUCH AN ASH-CAN!"

Did you ever hear the expression? Such a term might well be applied to eleven ridiculous charges brought against Town Manager Hunter, of Stratford, Conn. Mr. Hunter refuses to vacate after the commission voted on his retirement this month by an 6 to 3 vote of the ward commissioners. The first charge brought agains thim (and the others are just as ridiculous) is that a new ash can was purchased for $4.98 by the fire chief witohut the manager first signing the order (new order blanks had not come from the printer). The old can had been in use nine years, and, on hoisting it, the bottom fell out, scattering ashes about the fire house. It is reported that some criticised him for not having

previously inspected the ash can. The other charges follow:

Charge No. 2.—That the town manager, after signing a requisition for five tons of coal, permitted seven tons to be delivered.

Charge No. 3.—That Manager Hunter is believed to have organized a political machine of 125 men in the town.

Charge No. 4.—That the town manager made a trip to Stamford, Conn., in the town car on the afternoon of February 2nd without first having the machine lettered to show it was the town car.

Charge No. 5.—That Town Manager Hunter left Stratford on leave to visit his family at Christmas time, failing to sign before he left town certain short term notes needed to borrow money for the town.

Charge No. 6.—That there was delay on the town manager's part in purchasing the pumping engine for the fire department.

Charge No. 7.—That changes were made in the specifications of the fire pumping engine.

Charge No. 8.—That Manager Hunter has not efficiently handled the financial affairs of the town.

Charge No. 9.—That the town manager appointed a Director of Public Works instead of handling the work himself in this department.

Charge No. 10.—That the town manager did not see that certain lights were changed from one location to another in the sixth district.

Charge No. 11.—That the military census was not properly taken care of.

Charge No. 12.—That the town manager spent time in speaking before women's clubs that should have been devoted to business.

Mr. Hunter has answered these and objects to being publicly "crucified."

* * * * *

A petition signed by 1,018 citizens demanded of the council a reversal of their decision in open meeting.

At a hearing set for 7:30 the council filed into the council chamber at 8:50, from a heated session in an anteroom. Absolute silence prevailed. But when Manager Hunter entered a few moments later the packed council room let loose with a tremendous ovation.

By clever use of parliamentary law no change of decision was arrived at in spite of the sentiment of the meeting.

Recalls were openly threatened.

* * * * *

The Hunter case is the second one this year of a manager refusing to resign when ousted. After a fight, Mr. Laub, of Akron, was forced out. It is reported that it was generally understood that the newly elected Akron commissioners were favorable to Mr. Laub, so the request for his resignation came as quite a surprise, just one hour after the new council had been sworn in. No charges were made. He has been a prominent Republican in Akron for years. Mr. Homer C. Campbell, who was said to be Mayor Rybolt's personal choice for the appointment, was recommended to the council as a compromise candidate. Ten candidates were in the field. One of his first statements, as quoted in the press, follows: "This administration is going to try to be economical. . . . I haven't had any experience in this work. . . . There is no reason why every city employee should not work the entire eight hours he or she is on the job."

* * * * *

Teague, Texas, which started as an upshot oil city, incurred heavy indebtedness, but under the manager plan has freed itself from debt. C. E. Johnson is manager.

THE OUTLOOK

City Manager W. B. Anthony, of Walters, Okla., is now president of the Oklahoma Municipal League. This makes four City Managers who are presidents of state municipal leagues—Chas. E. Hewes, of Long Beach, Calif.; Louis Brownlow, of Petersburg, Va.; H. J. Graeser, of Tyler, Texas.

* * * * *

Michigan City is the first Indiana city to be numbered as a City Manager city, as a result of the good work last winter of champions of the cause who succeeded in getting the Legislature to pass a law permitting all cities to change to the manager plan upon a majority vote of the people. A newspaper report has it that eighteen Indiana cities have voted on the manager plan of local government and only two accepted it.

* * * * *

After an address, given by our subscribing member, R. E. McDonnell, before the Kansas City Council of Clubs, the representatives of sixty-three civic clubs went on record as favoring abolition of the present two-house council in Kansas City, Mo. A step in the right direction. The Women's Athenaeum, the largest women's club in Kansas City, recently voted in favor of the city manager plan, 213 to 11.

* * * * *

The City Club, of Portland, Ore., is investigating the City Manager plan. They are collecting various charters from City Manager cities. Portland now has commission government.

* * * * *

South Stockton Improvement Club is promoting the manager campaign in Stockton, Calif.

* * * * *

In Rochester, N. Y., sewer improvements, to the probable amount of $500,000, have been planned.

It is consoling to note that considerable agitation is afoot for City Manager government there also.

* * * * *

The desire to unite Oakland's city and its county government under a manager is ripening. Manager Seavey, of Sacramento, spoke to the Oakland Chamber of Commerce on the advantages of the proposed combination charter.

* * * * *

The Baltimore Sun is running a series of comprehensive articles on city management, written by a special observer on the staff. Dr. Hatton spoke to the Baltimore City Club February 25th. Other organizations are showing a desire to abolish their antiquated bi-camerical council.

* * * * *

H. J. Greaser talked on manager government at Gainesville, Tex. The city council recently passed an ordinance providing for a manager. Seven of the aldermen were in favor, with three opposing, and before the thing could be put in operation, the opposing faction started a great deal of disturbance and it seems now that they are going to put the question up to the people for a manager charter.

EXPERT AT MINNEAPOLIS

The old political groins of Minneapolis are being turned inside out by the organization of a Citizens' Representative Charter Committee, with delegates from 270 Minneapolis organizations, which expects to wait on the official charter board. City Manager and

proportional representation agitation is strong. Prof. W. A. Anderson, of the Political Science Department of the University of Minnesota, was employed to draft the details of the new charter. Dr. A. H. Hatton was called into immediate consultation, and will spend the month of March putting the Minneapolis charter in shape.

* * * * *

The naming of the new manager at Petoskey, Mich., is believed to forecast the divorcing of the city managership and the secretaryship of the Chamber of Commerce, which two offices were held by J. Frank Quinn for the past two years. Last month we stated that S. E. Northway, who had held the dual position of City Manager and school superintendent in Sherrill, N. Y., had decided to devote all his time to school work, and that C. B. Salisbury is now manager. Homer D. Wade held the dual position of secretary of the chamber of commerce and City Manager in Stamford, Texas, until the first of the year. But now he is devoting his entire time to chamber of commerce work, and H. S. Bradshaw, former city engineer, is now manager. A Pennsylvania town had a combination manager position for a time, but so far as is known in this office all such capacities are now divorced from City Manager positions.

* * * * *

Interest is being shown in Mexia, Texas. Manager Greaser, president of the League of Texas Municipalities, has been asked to speak there. Mexia is the oil boom town, which has grown from 3,000 to 30,000 in one year.

* * * * *

It is reported that school and civic conditions have gone into a considerable slump in Wassau, Wis., and the chamber of commerce is seeking the way out through advocacy of the manager plan.

* * * * *

Interest is being shown in City Manager government in the following cities: St. Paul, Minn.; Utica, N. Y. (address G. E. Dunham, Editor, Daily Press); Parsons, Kans.; Methuen, Mass (address Frank L. Doble); Greenville, S. C. (address City Hall); Burlington, N. C. (address Superintendent of Schools); Knoxville, Tenn.; Lawrence, Kans.; Waterloo, Iowa; Marion, Ind.; Hattiesburg, Miss.; Three Forks, Mont.; Cherokee, Iowa; Savannah, Ga.; Tulsa, Okla., Prince Rupert, B. C.; Eureka, Calif. (address "Wild Bill" Miller, Secretary Chamber of Commerce, or L. R. Moran, Engineer); Oshkosh, Wis. (address J. E. Doyle); Coffeyville, Kans (address Chamber of Commerce); Temple, Texas (address W. E. Haag); Orlando, Fla., and Warren, O. (Engineers' Club).

OPENINGS

Mayor G. P. McCard, of Tallahassee, Fla., addressed the people of Daytona on "How City Manager Government Works in Tallahassee," and now Daytona, Fla. (7,000), is in the market for a City Manager. Daytona voted 4 to 1 for City Manager government the last week in January. In a letter Mayor McCard says: "Daytona's main problem is lack of business efficiency; no adequate return for taxes paid, and they want this and a manager who can and will make their city the prettiest on the Florida east coast." Commissioners will be elected March 7th. Write Mrs. Nancy Purdy.

Traverse City, Mich., has adopted a City Manager charter, effective in April.

Bartow, Fla. (address R. D. Huffaker and Leon Hebb), manager charter adopted December 13, 1921, effective March 7th; sal-

ary not less than $2,400; vote—301 for, 282 against; population, 5,0000; three commissioners.

Openings not yet reported filled are: Kingsley, Kans.; Escanaba, Mich.; Columbia Heights, Minn.; White Bear Lake, Minn.; Clovis, N. M.; Carroll, N. M.; Quitman, Ga.; Charlotte, Mich.; Goldsboro, N. C.; Decator, Ga.; Marshall, Mo. (address Mr. J. A. Walker); Blairsville, Pa. (address E. P. Goodwin); Ashtabula, Ohio; Kenosha, Wis. (address Chas. H. Goodman); Excelsior Springs, Mo. (April, 1922); Bay City, Mich. (Mr. Reid, acting); Salem, Va.; Alexandria, Va. (Sept. 1922); Muskegon Heights, Mich. (April 15).

* * * * *

The Ashtabula job will not be filled until one of the councilmen returns from the Orient in a month or six weeks. Mr. Turner has resigned but is staying on the job until his successor is appointed

* * * * *

The following newspaper clipping has just come to this office. Brush is not on our list of City Manager cities: Brush, Colo. (population is 2,103)—A. D. Leerskov, City Manager, has resigned.

* * * * *

It is reported that Morris B. Pringle, who was recently appointed manager of New Smyrna, Fla., has been removed.

RESULTS OF RECENT ELECTIONS

FIRST WISCONSIN CITY

Things are happening nowadays. By a majority of 782, Kenosha, Wis., decided to discard the aldermanic form of government and adopt the City Manager plan in a special election held January 24th. The vote was 3,770 to 2,898. It was considered a women's victory, as they had organized to back the proposed change. All the larger cities in the state will watch with interest how the plan works out in the first Wisconsin city. The statute requires that the experiment must be given a four-year trial. Kenosha is a city of 40,470 people, the fourth largest in the state. Commissioners will be elected April 14th.

The opposition is said to have resorted to all kinds of political tricks. C. B. Green, of the Dayton bureau, and Manager Sherer, of Glenco, Ill., were the only outside speakers used. Less than $600 was spent in the whole campaign. Ten thousand of the booklets by the National Municipal League, "Story of the City Manager Plan," were distributed, and the most helpful newspaper "dope" was gleaned from City Manager yearbooks, it is reported. A continual campaign was kept up for a year.

Appleton, Wis., tried manager government under the old law but failed.

WHEELING, W. VA.

The city of Wheeling is just emerging from the throes of a recall election, which for bitterness, personalities and public attacks on persons, organizations and institutions has seldom been equalled anywhere, certainly not in West Virginia. Dissatisfaction, charges and counter-charges concerning the election in Wheeling last spring finally led to the indictment of city officials, among them the City Manager, city attorney, and chief of the fire department.

The situation thus created was distasteful, to say the least, and it finally resulted in the organization of a Good Government League or Committee of One Hundred and the circulating of recall petitions. Another election was held on January 26th. City Manager Crago, who was named last spring, was recalled by an overwhelming vote, 10,937 to 4,400, and every one of the eleven candi-

dates for council backed by the committee was elected. An announcement appearing in the Bulletin of the First Methodist Episcopal church reads as follows:

"We rejoice in the result of the municipal election and wish for the new administration all success in every effort to purify our city. Our church is highly honored in the selection of Brother C. H. Dowler, one of our official members, as City Manager, and of Brother Walter M. Evans, our Sunday school superintendent, as city clerk. They are sure to serve the community well."

With the exception of the chief of police, treasurer and police judge, practically every other appointive officer will change. In the cleanup that has already been started three members of the police department have been relieved of their duties. Wheeling's recall election is a striking example of what is possible when the voters take an active interest in the affairs of the government.

The defeat of the administration was attributed by Manager Crago to the heavy women's vote. The cause of this recall, that is, the fraudulent election, was one of the most brazen ever attempted, and doubtless the culmination of many years of political corruption in this town. A report states: "During one trial it was learned that something like one thousand fraudulent ballots had been placed in the boxes after the polls had been closed." At last report the recalled manager was still under indictment.

ALTOONA

The January Bulletin stated that Altoona, Pa., had abandoned the City Manager form of government. The following reasons for such action on the part of the voters has been obtained from a reliable source:

1. Personal grudge against manager.
2. Promise of lower tax rate (not fulfilled by new administration).
3. Dissatisfaction with high water rates. Consumers promised a flat rate or cheaper meter rate.
4. Took advantage of widespread unemployment unrest by promising employment and general change.
5. Failure to vote on the part of the supporters of the City Manager plan due to lack of "push" in citizens' committee.
6. A real political campaign—Labor and Democratic parties solidly united against the manager form and campaign led by real vote-getters who promised without limit to turn the tide.

The observation is made that "many who voted anti-manager have cut their eye-teeth after comparing promises with performances."

All manager cities in Pennsylvania have been established by ordinance. Those which have tried and abandoned manager government previous to Altoona's action are: Bethlehem, Ambridge, Titusville, Grove City and Philipsburg. Pennsylvania cities now operating under ordinance manager government are: Carlisle, Edgeworth, Mifflinburg, Sewickley, and Towanda.

There was considerable agitation for manager government in Jersey Shore, Pa., in 1920, but it was never adopted.

* * * * *

Iron Mountain, Mich., has just rejected a City Manager proposal by a 1,428 majority.

* * * * *

Muskegon Heights, Mich. (pop. 12,000), has adopted a manager charter, effective April 15. A city superintendent, who will have other duties, is provided for. The council sets all salaries.

U. S. census shows a growth of 463% in the last decade. T. J. Pedler is city recorder.

Sapulpa, Okla.—Victor Kirk, secretary of chamber of commerce, has led the fight for the manager charter. Of the two local newspapers, the smaller is in "opposition" and claims the labor vote. Personalities entered the fight. Fourteen citizens were quoted as opposing the manager idea in the "opposition" paper and the next day the other paper quoted nine of the same fourteen as favoring the manager change. The election was held February 28th. The vote was 3 to 1 for a manager charter.

* * * * *

Salem, Va., on February 7th, by a 7 to 1 vote, became the twentieth Virginia City-Manager city. Of 750 qualified voters the vote was 464 to 68. A 75% turn out. The plan was adopted under provision of the general state law. The movement was launched by a committee of the Kiwanis Club and joined by a citizens committee for propaganda work.

The nineteenth Virginia city to adopt manager government was Alexandria, with a reported population of 18,060. Alexandria's charter becomes effective in September, this year.

* * * * *

Sedalia, Mo.—A citizen of Sedalia called at this office and reported that the recent manager fight was lost by a small margin. He reported a peculiar crux that had been used during the campaign. It is reported that the editor of the opposition paper was a state senator, who in company with another state senator, put a bill through the legislature enabling Missouri cities to have home rule and manager government. This editor-senator is said to have invited his friend-senator to come to Sedalia to speak in the campaign and after friend-senator arrived in Sedalia he was informed that he was to speak against the manager idea rather than for the plan as he had expected to do. The reason for the defeat is that many people, who favored manager government, were so sure it would carry that they did not bother to go to the polls and vote.

* * * * *

Plymouth, Michigan.—On January 9th the women's clubs, the chamber of commerce and the church people of the village turned out in full force to convince a disgruntled few that they were satisfied with commission-manager government. The present regime was endorsed by a 476 to 104 vote. Less than half of those who signed the original petition for a return to the aldermanic plan voted for the change. The ratio was 4½ to one against a change.

* * * * *

Lampasas, Texas, lost their chance to try City Manager government by a 204 to 197 vote. "The fight is not over yet," it is reported.

* * * * *

NEW APPOINTMENTS

NEW JERSEY BREAKS THE ICE

So far as New Jersey laws will permit, the first manager position for a New Jersey city has been established in Belmar. Mayor Wm. B. Bamford, who has been a member of this association for two years, and has been prominently identified in New Jersey political circles, has appointed Mr. Cook Howland at a salary of $2,000.00 a year to have complete administrative supervision over all city departments. The work of Mr. Howard Hoffman last year, as assistant borough superintendent convinced Mayor Bamford of the soundness of the plan.

The policy seems to be in accordance with the ideas of Mr. M. N. Baker, associate Editor of the "Engineering News-Record," New

York City, and lately chairman executive committee, National Municipal league. This statement was just recently received and is printed without comment.

"The commission-manager plan, except as regards choice of the manager, separates legislative and executive functions and centers the latter in one man, who is theoretically, often actually, but by no means always, a trained municipal executive. This is certainly a great advance over the plain commission plan, which attempts the impossible, so far as efficiency is concerned, by electing the heads of administrative departments by popular vote. This, as was pointed out in 1861 by John Stuart Mill in his "Representative Government," is a great mistake—greater now than it was sixty years ago because of our great increase meanwhile in the complexity and the technical character of municipal governments.

"Why not go the whole figure and take from the council the purely executive function of choosing a manager, at the same time making the manager a permanent official? Why not have the manager appointed by the mayor under somewhat rigid charter provisions as to qualifications, and removable only on charges preferred by the mayor, both appointment and removal to be certified to by the civil service commission, after public hearings in both cases?

With mayor and council elected and subject to recall and the council absolutely restricted to legislative functions, representative government would be secured, and the executive department, except insofar as the mayor is an executive, would be made permanent—a desideratum of municipal administrative efficiency.

"The reason for proposing a mayor of the kind indicated is that American tradition and sentiment demands a chief executive officer who is elected by popular vote.

FIRST MONTANA CITY

Mr. Sam Mendenhall has been chosen as the first manager of the first Montana city to operate under a real city manager charter. Bozeman has a reported population of 6,183. Their charter was adopted in August, 1921—effective January, 1922.

* * * * *

An article appears in the February publication of the Oklahoma Municipalities by Geo. Hoefer, City Manager of Grandfield. This adds another to our Oklahoma city manager list, making twenty in all.

* * * * *

Mr. Burton L. Winslow, formerly of Akron, Ohio, assumes his new duties as first city manager of Stoughton, Mass., (population 6,865), March 1st.

* * * * *

Pawhuska, Okla.—James A. Brouk, recently elected city manager has assumed his duties. He came here from Wichita, Kansas. Mr. Brouk said that he would make a thorough survey of municipal affairs with a view to systematizing city business. The new manager is a graduate of the University of Kansas, and has had a number of years' experience in engineering work. Mr. Brouk served in the army two years in the world war.

* * * * *

It is reported that a substance known as politics has invaded Fort Myers, Fla.; that J. Gardner Bennett, first manager of the city, resigned December 15th, and that Mr. C. P. Staley, a local man, has been appointed. Mr. Bennett now resides at Janesville, Iowa.

* * * * *

Ocala, Fla.—J. R. Brumly, Jr., took office as manager Feb-

ruary 15th. He resigned as mayor of Marietta, Fla., to become manager of Ocala.

* * * * *

Watertown, N. Y.—J. Walter Ackerman succeeds Mr. Bingham as manager. Mr. Ackerman came to Watertown with the advent of the City Manager government in January, 1920. He has been superintendent of water, light and sewer for the past two years. He has had a technical college training and twenty years' experience as city engineer and water department superintendent.

* * * * *

Robert Wolff, for some years deputy internal revenue collector in Petoskey district of Michigan, was appointed City Manager. His salary is to be $2,000 and will draw additional salary as chief of police.

* * * * *

Mr. W. A. Layton, new manager of Salina Kans., has been a close student of municipal affairs. He is a graduate of the University of Kansas in '98 and was a member of the Legislature of 1917, which enacted the present City Manager law. He will receive a salary of $5,000 a year.

* * * * *

Jackson, Mich.—Mr. Charles Crary, formerly city assessor, is now manager. There is no great effort at reorganization and no drastic measures were taken by the incoming city commission outside of reductions in budget estimates and the dissolution of the water department's revenue collection force, this work being given to the city clerk with the exception of outside work, which is in charge of the plumbing inspector.

LOST AND FOUND

Ames, Iowa, a city of 6,270 people, has had a City Manager for a year and a half, and news of it has just reached this office. An amendment providing for a City Manager of engineering went into effect June 7, 1920. The manager has charge of the street department, electric light plant, water works plant and city engineer. He supervises the performance of all contracts and manages all public improvements; hires help, sets their salary, and does the city purchasing. The plan is somewhat similar to that of San Diego, in that the police power is retained by the mayor (this may be due to state laws). The manager reports that his orders are promptly complied with even in that department. P. F. Hopkins is the manager, and his salary is $4,200 a year. Welcome to our ranks.

ANOTHER DISCOVERY

H. B. Hollister has been manager of Marysville, Mich., since July, 1921. His salary is $2,000. This is another city to add to the list of Michigan manager cities. Michigan is still in the lead. Marysville is the home of the plant of the Willis-St. Claire automobile and has had a marvelous growth.

* * * * *

La Grande, Ore. (pop. 7,000).—Mr. O. A. Kratz, former city engineer, was appointed City Manager January 13th. His salary will be $3,600. Mr. Kratz has had considerable experience in civil and municipal engineering, having been city engineer for Portland, Ore. He was educated in Michigan. He has already joined this Association. La Grande, you know, was the fourth city to adopt City Manager government (October, 1913). Mr. John Collier, who is now manager of Beaufort, S. C., was first manager of La Grande and helped to draft the charter.

The following concise and practically complete explanation of

PROPORTIONAL REPRESENTATION

was given as an after-dinner speech at the City Manager's Convention in Chicago in November, when

Mr. Walter J. Millard,

Field Secretary of the Proportional Representation League, explained "P. R." in two and two-thirds minutes:

"It stands to reason that if a representative body is to be really representative, a majority should elect a majority but a minority should elect a minority. Assuming that your city council is nine men, therefore, you can obtain that result if approximately one-ninth of the voters can elect one man; for in that case five-ninths of the voters will elect a majority. In order to carry that out the proportional system offers every voter a ballot which he can mark in such a way that his vote will be counted in one of the nine piles. He cannot know in advance whether a candidate, for whom he votes his first choice, will receive a quota or more than a quota. He is therefore given an opportunity to mark preferences among the candidates in the same way that you might tell someone to go to the fruit store. You would say, 'If you can't get apples bring oranges, and if you can't get oranges bring grapes.' You mark one, two, three, four, five, six, seven, etc., among the candidates' names. These ballots are brought together at a central counting place; a calculation is made to find what a quota is; if any candidate has more than a quota the surplus is taken in a fair way; each ballot of the surplus is transferred to the candidate marked as next available choice on it, and when any candidate is thus brought up to a quota he is declared elected. Then, if there are no other candidates with surpluses, the lowest man is declared defeated, and his ballots are transferred, each to the next available choice on it. Next, the candidate now lowest is declared defeated, and his ballots transferred in the same way. Thus the count is continued until finally nine piles of ballots are created. Each of these piles represents a group of voters who are unanimous under the circumstances in wanting that candidate.

"To the voter it is simpler than any other voting system since it takes from him all questions as to chance of election and leaves his mind free only to discuss the question of the policy of the candidate. The question of count is so simple that I have taken high school boys and in twenty minutes explained it to them. I have then gone out of the room and they have elected their student councils that way ever after."

* * * * *

A leaflet explaining the system of proportional representation adopted by Cleveland and other American cities will be sent to any reader of the City Manager Bulletin gratis on application to the Proportional Representation League, 1417 Locust Street, Philadelphia.

REPRESENTATION FOR ALL

Effective Voting

(Article provided by Proportional Representation League)

The recent adoption of proportional representation by Cleveland, Ohio, in connection with the manager plan of government, indicates that the time has come when proportional representation deserves serious study on the part of all who are interested in the manager plan.

Among certain elements of our population there is a widespread feeling that the manager plan, in its usual form, based on a commission elected at large by majority vote, is not altogether democratic. Certainly a commission elected thus may be composed entirely of business men, entirely of labor men, or entirely of any other element in the community. And the contest for the seats in the commission, where the majority method of election at large is in use, is sometimes bitter, dividing the city from top to bottom into winners on the one hand and losers on the other.

It is to avoid this division of the voters into winners and losers by letting all the voters share equally in the election of the commission or council that the proportional method of election has been introduced in this country—always, as it happens, in connection with the manager plan—in Ashtabula (Ohio), Sacramento (California), Cleveland, and two smaller cities.

The proportional system may be conveniently explained in connection with its application in Sacramento. There the council, composed of nine members, is elected at large. Every voter has one, and only one, vote, but he is allowed to express his preferences as to how that vote shall be counted as fully as he pleases, so that it can be made effective under any circumstances. He expresses his first choice by the figure 1, his sceond by the figure 2, etc., marking thus as many or as few choices as he pleases.

At the precincts only the first choices are counted. The ballots are then sent to the central electoral headquarters of the whole city (in Cleveland, to the headquarters of the district) for the completion of the count. It is only at the headquarters that any special knowledge of the proportional system is required on the part of the officials.

When the votes for each candidate are assembled at headquarters and the total for all the candidates is found, the quota, or number necessary for a candidate's election, is determined. This, it might be thought, in Sacramento would be just one-ninth of the valid ballots, where nine are being elected. The fact is, however, that if any candidate gets barely more than a tenth of the ballots he is sure of election, since no ballot is to be counted for more than one candidate, and

therefore no more than nine candidates can each get more than a tenth of the whole number.

When the quota is thus found the ballots are simply sorted, according to careful rules which are a part of the election law, so that each voter's ballot will find its way, in accordance with the will of the voter as expressed on his ballot in connection with each candidate's actual strength or weakness, into one of nine quota piles, each of which will elect a member. The operation is neither more nor less than letting the voters sort themselves after taking into consideration just how others are voting, into as many unanimous constituencies as there are councilmen to be elected—each constituency large enough to deserve to elect a member. In other words, it is letting each voter share equally in the representative body that is to select and dismiss the manager and to raise and spend the taxes of all.

On account of the preferential voting feature of this system of proportional representation, no primary elections are needed; and, in fact, no primaries are held in any of the cities that have proportional representation in connection with municipal elections.

In Cleveland, where a large council was desired and it was not thought best to have all the members elected at large, the city was divided into four large districts, each of which is to elect proportionally from five to nine members of the council.

The preferential feature of this election system is regarded by proportionalists as the most thorough-going remedy known for "machine" rule. Its effects on the "machine" are easily explained. Suppose a political party in Sacramento has enough votes to poll four ninths—or at least more than four tenths (which is the same thing in effect)—of the votes. In that case the leaders of the party, if the preferential feature of the voting system were lacking, would nominate only four candidates and would read out of the party any of its members who nominated rivals to the four or who accepted such rival nominations. To nominate rivals to the party candidates would in that case be to "split the party vote" and threaten disaster to the party. In the final election, therefore, the voters would have to take their choices among the "regular" candidates of the several parties. But all this is changed by permitting the voter to indicate on his ballot not only his first choice, but as many other choices as he pleases. Letting him express his choices freely, with the assurance that the highest choice that can be made effective will be made 100 per cent effective, makes it possible for him to express his real will without the least regard to any candidate's supposed strength or weakness. This new freedom of the voter puts him in complete control of elections and reduces party leaders to their proper function of leadership in subordination to the will of the rank and file of the voters.

Library
Louisiana State University

YOUR CHANCE AT "P. R."

Mr. Walter G. Millard, field secretary for the Proportional Representation League, whom many of you know, is making a tour of middle western states delivering addresses on "Proportional Representation in Connection With the City Manager Plan." An illustrative election, under the "P. R." system, will be carried through in connection with the address. The regular terms for Mr. Millard's addresses are $30 and expenses not exceeding $15. Special arrangements can be made, however. The sole object of the tour is service to the communities visited and to the cause of proportional representation. This office gladly recommends Mr. Millard as an exceptionally interesting and forceful speaker, who has a message of fundamental importance, especially to wavering cities. Get in touch with him.

March 7-12—Kansas (wire Prof. C. M. Fassett, University of Kansas, Lawrence). March 13-14—Western Missouri. March 15-16—Missouri. St. Joseph, noon (wire Chamber of Commerce). March 17-22—Eastern Missouri (wire Mrs. Geo. Gellhorn, 609 Century Bldg., St. Louis, Mo.). March 23-24—Illinois, central and southern parts (wire Miss Edith Rockwood, 410 So. Michigan Blvd., Chicago). March 25-26—Indiana, Terre Haute (Chamber of Commerce). March 27-31—Open. April 1-3—Ohio. April 4—Ohio. Toledo (League of Women Voters). April 5—Ohio. Bellefontaine (court house). April 6—Ohio. London (court house). April 7—Ohio. Columbus (Chamber of Commerce). April 8—Ohio. Toledo (City Club). Or wire P. R. League, 1417 Locust St., Philadelphia, Pa.

* * * * *

Note

The Executive Secretary of the C. M. A. managed the Long Beach, Calif., charter campaign last year. So far as he knows, Long Beach has a distinctly unique method of electing its council.

The city is divided into seven districts approximately equal in population. Candidates are nominated from within each individual district by petition of residents of that district, but are elected, one from each district, by the entire city vote.

The councilman thus elected feels a district responsibility but a city-wide accountability.

If you have a method other than the old "ward" or the "at large" system, write the Executive Secretary about it.

THE CITY MANAGER is the man who contributes the element of business foresight to the conduct of the affairs of his community. It is up to him to make plans for his city's physical growth and betterment. Real planning necessitates complete and accurate information on all the facts involved. Fundamental among the facts affecting city building and operation is topography. Land is the only thing a city has to build on.

It is the function of this Company to collect and make permanently available all of the physical facts pertaining to the land. Through the map sheets of our standard City Topographic Surveys the Manager obtains a bird's-eye view of his city, its hills and hollows, streets and watercourses, reduced to desk size. By the use of these maps he is enabled to plan with sure vision upon correct and complete information.

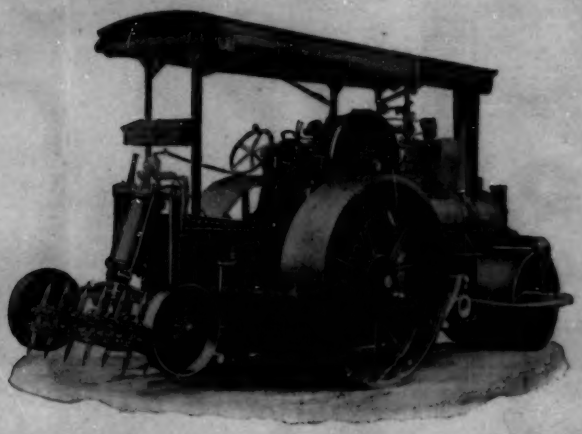
R. H. RANDALL & COMPANY
Topographic Engineers
622 Summit Street
TOLEDO, OHIO

DURING many years of efficient performance in the service of municipalities throughout the country, White Fire Apparatus has steadily fulfilled the exacting demands of fire-fighting work. Wherever White equipment is used, it is known for its ability to stand up and keep going, day in and day out, in the hardest kind of service.

THE WHITE COMPANY
CLEVELAND

White Fire Apparatus

A Buffalo-Springfield
Pressure Scarifier



Should be Attached to Every Three Wheel Rolle

Read What Users Say About Them:

"Did such excellent work that we decided to purchase another.
"The very best investment that this Village ever made."
"The work this machine has done is the talk of the whole town.
"Worth its weight in gold."
"I heartily recommend them."
"Use should be encouraged."
"Earned its cost several times in four months."

They will do the same for you. Get the full particulars before you tackle the next road or paving job.

Inquiries Invited

The Buffalo-Springfield Roller Co.

Springfield, Ohio

Manufacturers of Buffalo Pitts and Kelly Springfield Rollers of All Types and Sizes

City Manager Bulletin

Vol. IV. No. 3

March, 1922

Published and mailed by
(Permit No. 1048)

City Managers' Association

Paul B. Wilcox, Exec. Sec'y.

Office:

City Hall, 14340 Euclid Ave.
East Cleveland, Ohio

Notify. Return postage guaranteed.